



Coenrad Adolph (Dolf) Groenewald

General Manager – Hospitality

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DOB: 08 May 1974 • Nationality: South African • Languages: English & Afrikaans

Accomplished Senior Executive in the Hospitality sector with outstanding leadership skills, strategic sales ability, and dedication to continuous improvement.

Respected and results-driven Senior Manager in the Hotel and Hospitality sector with extensive international experience and a track record of delivering outstanding revenue growth and guest satisfaction. Wide ranging skill set encompassing finance, operations, strategic planning, marketing, and business transformation. Able to define long-term plans that align daily operational activities and promotions with high-level corporate mission and values. Collaborative communicator with an aptitude for building guest relationships and hosting VIP clients such as celebrities and political leaders. Dedicated to personal and professional development (recently completed an MBA) with a passion for continuous improvement and innovation. Able to hire, train, and mentor large teams to oversee multi-functional operations including F&B, retail, leisure, and B2B services (conferencing & events). Trusted and influential leader with the capacity to design and implement disaster recovery/emergency plans including a detailed and highly effective response to the Covid-19 Pandemic. Comprehensive understanding of organisational and industry requirements and their impact on hotel operations.

- **Hotel/Hospitality Management**
- **Finance/Operations/Administration**
- **Guest Experience/Customer Service**
- **Processes & Procedures**
- **P&L Management**
- **Time Share Markets**
- **Leadership & Mentoring**
- **Revenue Management**
- **Refurbishments/Pre-Openings**
- **Sales & Business Development**
- **Management Reporting**
- **Budgeting & Forecasting**

Career Experience

The Ascott Ltd Total service 3 Years and 2 Months (Current)

The Ascott Ltd. (06/2021 – Current)

General Manager – Citadines Bayfront Nha Trang, Vietnam, 06/2021 – Present

Cluster Customer Relation Champion – South Vietnam (Dual Role)

Property Overview: 5-Star Hotel | 110 Staff | 311 Bedrooms | 2 F&B Outlets | 3 Meeting Rooms | 500 Seat Banquet Hall | Extensive Recreational Areas (Swimming Pool, Spa, Beauty Parlour, Children's Play Area) & Retail facilities

Role Overview: Orchestrate Hotel operations including team management, strategic development, guest relations, financial management, staff training, and Board reporting. Tasked with re-covering of business, facilities, and property, with oversight for the establishment of best practice processes to ensure operational readiness.

Achievements & Responsibilities (to date):

- Transferred from previous role in Hoi An (see below) by the management company (The Ascott Ltd.) due to exceptional performance and leadership acumen.
- Appointed as Cluster Customer Relation Champion for South Vietnam to improve cluster customer satisfaction for South Vietnam.
- Improved CSAT (Customer Satisfaction Score) by 14.5% over the last 6 months.
- Improved NPS (Net Promoter Score) by 80 points over the last 6 months.
- Designed and rolled out strategic initiatives and plans across critical areas, sales, customer service, and revenue management.
- Assist in preparing the property and re-covering business during and after CoVID.
- Tracking financial performance, prepared budgets/forecasts, enabled the audit process, and provided the Board of Directors with monthly financial and operational reports as a key aspect of the strategic planning and investment decision-making cycle.
- Implemented cost saving strategies and reduced Operational Expenses by 47%.
- Promoted a culture of innovation and continuous improvement throughout the team while maintaining the company's core mission and values.
- Securing bookers for long-stay accommodation. Increased long stay rooms by 35%.
- Implemented a Crisis Management System and handled the ongoing response to the Covid-19 Pandemic.

- Evaluated and approved marketing/business development campaigns to build market share in short stay and FIT business, B2B, Corporate, etc.

The Ascott Ltd. (08/2019 – 05/2021)

General Manager – Citadines Pearl Hoi An, Vietnam, 08/2019 – 05/2021

Property Overview: 5-Star Hotel | 239 Staff | 581 Bedrooms | 3 F&B Outlets | 120 Retail & Shopping Areas | Extensive Recreational Areas (Swimming Pool, Spa, Beauty Parlour, Children's Play Area, Movie Theatre)

Role Overview: Orchestrate Hotel operations including team management, strategic development, guest relations, financial management, staff training, and Board reporting. Tasked with leading pre-opening and post-opening activities with oversight for the establishment of best practice processes to ensure operational readiness.

Achievements & Responsibilities (to date):

- Transferred from previous role in Ghana (see below) by the management company (The Ascott Ltd.) due to exceptional performance and leadership acumen.
- Designed and rolled out strategic initiatives and plans across critical areas, sales, customer service, and revenue management.
- Implemented cost saving initiatives to reduce operational expenses by 39% overall.
- Achieved budget after 3rd month of branding and exceeded by 17%.
- Improved F&B cost from 58% to 39% overall.
- Assist in preparing the property for 5-Star grading and led a major re-branding program.
- Tracked financial performance, prepared budgets/forecasts, enabled the audit process, and provided the Board of Directors with monthly financial and operational reports as a key aspect of the strategic planning and investment decision-making cycle.
- Promoted a culture of innovation and continuous improvement throughout the team while maintaining the company's core mission and values.
- Implemented a Crisis Management System and handled the ongoing response to the Covid-19 Pandemic.
- Evaluated and approved marketing/business development campaigns to build market share in short stay and FIT business, B2B, Corporate, etc.
- Regularly liaised with the Housekeeping department to maintain industry leading standards and oversaw the refurbishment of the lobby and other public areas.
- Received several awards to date including Traveller Review Awards 2021 (Booking.com) and Best Beach Front Luxury Hotel & Resort 2020 (Dot Property, South East Asia).

The Ascott Ltd. (06/2018 – 07/2019)

General Manager - Kwarleyz Residence, Accra, Ghana, 06/2018 – 07/2019

Property Overview: 5-Star Hotel | 28 Staff | 40 Apartments | F&B Outlet | Recreational Facilities

Role Overview: Provided leadership and team management during the pre-opening and post-opening phase including setup of systems/processes, revenue generation strategies, and customer engagement plans. Implemented best practice revenue management principles and developed corporate partnerships to increase B2B sales. Oversaw procurement, budgeting, forecasting, and management reporting activities.

Achievements & Responsibilities:

- Tracked performance against projected results, maintained accurate financial journals, and prepared revenue forecasts including complex calculations focusing on Comp Set, market share, ADRs, RevPar, and occupancy percentage.
- Hosted VIP guests including Idris Elba, Naomi Campbell, and President Akofu-Addo to ensure an exceptional experience and repeat business.
- Prepared comprehensive reports for senior leaders, Shareholders, and the Board of Directors.
- Defined Gross Operating Profit Per Available Room (GOPPAR) to enable accurate forward planning.
- Provided full training for team members and ensured that standards and policies were continuously met.
- Maintained F&B Cost Percentage of 32% across the Restaurant, Coffee Shop, and Sky Bar.
- Rolled out innovative revenue generating strategies including cross-selling initiatives.
- Achieved numerous awards including - Best Hotel/Residence Accra (World Travel Awards) and Best Residential & Hotel Apartments Ghana (World Travel Awards).

Unicorn Prestige Ltd. & Kafalat Pvt Ltd. (Group of Companies), Lahore, Pakistan (12/2016 – 05/2018)

General Manager – Allama Iqbal Airport Hotel

Property Overview: 5-Star Hotel | 304 Rooms (2 Presidential Suites & 18 Suites) | Two Restaurants | F&B Outlet | Retail Area | Business Centre | 2000 Seat Banquet Hall | Recreational Facilities | Children's Play Area

Role Overview: Constructed and executed a business plan for the property including pre-opening and post-opening operations. Project-managed key initiatives across Civil, HAVAC, Electrical Engineering, Plumbing, and Interior Design.

Achievements & Responsibilities:

- Deployed robust systems for administration, insurance, inventory management, purchasing, and payroll.
- Recruited new talent for the business and defined HR protocols for all departments.
- Created training manuals and processes to drive consistency, accuracy, and customer service excellence.
- Prepared CAPEX budgets, developed accurate forecasts, assessed market share, and evaluated Gross Operating Profit Per Available Room (GOPPAR) to create innovative growth strategies for the property.
- Managed the procurement function and maintained strong vendor relationships to negotiate contracts and agreements within budgetary constraints.
- Uncovered potential franchise relationships and developed two options for owners to choose from.

Club Leisure Group, Ballito, South Africa (07/2015 – 11/2016)

General Manager – La Montagne Hotel & Spa

Property Overview: 4-Star Hotel | 145 Staff | 120 Bedrooms | 3 Restaurants | 500 Seat Theatre | F&B Outlets | Children's Entertainment Area | Leisure Amenities | Conference Facilities

Role Overview: Spearheaded strategic, operational, and financial aspects of this hotel including the design and deployment of industry leading standards and processes.

Achievements & Responsibilities:

- Evaluated hotel performance and restructured F&B, Housekeeping, Maintenance, Entertainment and Front Office departments to drive strong revenue growth and customer satisfaction metrics.
- Performed property management in line with Property Time-Share Control Act.
- Oversaw financial reporting, inventory management, financial analysis, and variance analysis.
- Presented reports to the Board of Directors, shareholders, and Finance Team with critical metrics and progress updates for the long-term planning process.
- Prepared CAPEX budgets to support purchasing and general operations.
- Marketed the property by planning and executing promotional events/campaigns.
- Enabled front office activities by providing data on daily arrivals and departures.
- Hired, trained, and mentored staff with a focus on introducing and maintaining strict quality standards.
- Reduced F&B costing (55% to 32%) and turned around underperforming unit (-\$83K to +\$175K) in one year.
- #6 ranking out of 26 Properties in the Ballito area on TripAdvisor. Awarded two diamonds on AAA.
- Project-managed refurbishment of the hotel's west wing, including 45 rooms and one suite.

Marriott & Protea Hotel, Mbwani Ruins, Zanzibar (08/2013 – 06/2015)

Resident Manager

Property Overview: 4-Star Hotel | 45 Staff | 13 Bedrooms | Restaurant | Botanical Gardens | Leisure Facilities

Role Overview: Led all aspects of the property with strategic, management, and operational oversight. Delivered sales revenue, achieved customer service excellence, hired, and trained staff members, evaluated ongoing team performance, and stewarded various ad hoc projects as required.

Achievements & Responsibilities:

- Performed revenue management using data sourced from various platforms including internal revenue system, Booking.com, Expedia, Agoda, and Hotelbeds.
- Established robust Standard Operating Procedures for all departments.
- Implemented all technology and security systems to efficiently manage front and back-office operations.
- Recruited a team of high-performing individuals and provided extensive training and mentoring.
- Liaised with guests to elicit feedback and ensure complete satisfaction.
- Tracked sales and vacancy figures to boost occupancy and turnover.
- Overhauled the F&B department including cost management, inventory control, and budgeting.
- Monitored financials, completed P&L statements, and prepared regular reports for the Board of Directors.
- Delivered a 2.5% increase in ADR YoY and enhanced guest satisfaction based on feedback from internal and external sources.

**Additional Experience as Deputy General Manager (Consulting), Holiday Inn Dar es Salaam, Tanzania and Marketing & Development Manager, Complexe Ltd. Las Vegas Hotel & Casino, Tanzania*

Education

Master of Business Administration, Regent Business School, 2021
Hotel Management Diploma, Brentwood College, UK, 2015
Revenue Management Certificate, American Hotel & Lodging Educational Institute, 2017
Tourism Management Certificate, College South Africa, 2014
Lodge Management Certificate, Wildlife Campus, 2013
Internal Auditing Certification – ISO 9001:2000, Anglo Japanese America Registrars, 2007

Training

Internet Development (Dynamic Training Solutions)
Computer Science (Prestige College)
Internal Training Programmes: (Industrial Relations, Craft Training Awards, NQ's Train-the-Trainer, Management Performance, Group Training Techniques, Money Laundering, Most Valued Guest, PCR/Priority Club Rewards)
Software and PMS Systems: (MS Excel/MS Word/PowerPoint/Access, Micros Symphony, Opera, Holidex, SAP, Protel, Smile, RMS)

Affiliations

International Membership – Leading Hoteliers Network